

HOUSING MANAGEMENT BULLETIN

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INITIAL MANAGEMENT PROGRAM

A Check List for Its Preparation

The following material, based on a talk delivered by Benjamin Ritter, of the United States Housing Authority staff, at NAHO's recent Region II meeting on administration and management, is suggested as a check list for local public housing agencies preparing to enter the management phase of their programs.

Control Dates Previous to Initial Occupancy

- I Start of construction - 9 months before
- II Submission of management resolution to USHA - 7 months before
- III Adoption of management resolution - 6 months before
- IV Start of tenant selection - 3 to 4 months before

Major Items to be Considered in Management Resolution

- I Definition of terms (See Appendix A of model resolution)
- II General management policies
 - A. Administrative organization (central and project offices)
 - 1. Lines of authority
 - 2. Job specifications and salaries
 - 3. Personnel rules and regulations--leave, hours, promotions, separations
 - B. Operating services to be rendered and wages to be paid
 - 1. Janitorial
 - 2. Exterminating
 - C. Standards of maintenance
 - 1. Frequency of painting
 - 2. Care of grounds, structures, and equipment
 - D. Extent of tenant maintenance to be expected
 - E. Method of controlling utility costs
 - 1. Utility allowances

- 2. Check meters
- 3. Excess charges to tenants
- F. Income limits for initial occupancy and after admission
- G. Minimum and maximum occupancy limits for each size dwelling in the project
- H. Fixed requirements in tenant selection
 - 1. Citizenship
 - 2. Residence
 - 3. Percentage of tenants to be selected whose incomes are received from any one source
 - 4. Length of residence in substandard housing
- I. Preferential rating of applicants
 - 1. Families of lowest income
 - 2. Families in worst housing
- J. Tenant relations program
 - 1. Social and recreational activities

MANAGERS' DIVISION 1ST ANNUAL MEETING

The First Annual Meeting of the Managers' Division will be held in conjunction with NAHO's Eighth at the Hotel William Penn in Pittsburgh during the week of May 13, 1940. The exact dates will be announced later; in all probability they will be May 13 and 14.

The program developed by the Committee headed by Eugene P. Oppermann for last December probably will be revised only slightly in the light of developments during the winter and spring. It will surely include consideration of a recommended draft of by-laws for the Division, a full discussion of the future program, and the first election of officers.

Better mark your calendar now for all of the week of May 13. More details will be coming shortly in issues of the BULLETIN and NAHO NEWS.

THE BULLETIN WANTS NEWS, IDEAS, REPORTS AND OTHER MATERIAL ON MANAGEMENT
PLEASE SEND TWO COPIES: ONE TO NAHO, ONE TO THE BULLETIN'S EDITORIAL OFFICE

PUBLICATIONS

Housing managers and other housing officials facing management problems will find the monograph Civil Service in Relation to Housing Management Personnel by the Citizens' Housing Council of New York of unusual interest. NAHO NEWS plans to review this study in an early issue.

Also of value to managers is another recent publication of the Citizens' Housing Council, Subject Headings with Cross References for Housing Libraries. Both studies are available from the Council at 470 Fourth Avenue, New York City, for \$1.00 each. With the help of the latter study and NAHO's Classification of Housing Materials for Use of Housing Agencies and Libraries, housing managers should be able to set up workable filing and classification schemes for the rising volume of housing materials.

2. Relationship with outside agencies
- K. Accounting procedure
(See Part IV of Manual of Instructions of Accounting Procedure for Local Housing Authorities Administration of USHA Projects)
- L. Management records
(See Manual of Management Reports for USHA Projects)
- M. Purchase of materials and supplies
- N. Rent collection policies
 1. Where and how rents are to be paid
 2. Surcharges for arrears
- O. Specific services each tenant is to handle for himself and the project
- P. Charges to tenants for damage done by them to project property
- Q. Types and amount of insurance to be carried for the project
- R. Method of setting up necessary reserve funds
 1. For repairs, maintenance, and replacements
 2. For vacancy and collection losses
- S. Findings of the authority
 1. Sufficient rental market to fill the project
 2. Rentals established for project will result in housing families of low income as defined by the Act
 3. Rents fixed and annual contributions to be received from USHA will be sufficient to meet all costs of administration and operation of the project
 4. Reserves are adequate

- III Agreements for services to be supplied by others
 - A. Waste disposal
 - B. Legal services
 - C. Utilities
 - D. Insurance
 - E. Maintenance and operation of public and semipublic facilities
- IV Estimate of average annual expense, based on the amounts needed for repairs, maintenance, and replacements and for all other purposes for the first 10 years (Refer to Bulletin No. 29, Budgeting Repair, Maintenance and Replacement Costs, and Bulletin No. 30, Estimates of Average Annual Income and Expense and Determination of USHA Annual Contributions for USHA Aided Projects)
- V Rent schedule and rent differentials (See Bulletin No. 24)
 - A. Adequacy of rents and subsidies to meet all operating expenses and reserves for the project
 - B. Relation to median rent now being paid by families in substandard housing
- VI Manual of procedure for initial tenant selection
 - A. Advisory committee
 - B. Arrangements for obtaining professionally qualified tenant selection personnel (See Bulletin 22)
 - C. Method of certifying eligible tenants
- VII Dwelling lease
 - A. Written statement showing what tenant is to do
 - B. Written statement showing what project is to provide
- VIII Operating budget for the initial operating period
 - A. Anticipated expense for personnel services, supplies for initial tenant selection and renting
 - B. Maintenance and operating expense for this period of partial occupancy
 - C. Anticipated occupancy and income for each month during this period
 - D. Reserves for this period

MANAGEMENT TRAINING

The Committee on Management Training of the Managers' Division has recently employed Mrs. Beatrice G. Rosahn of New Britain, Connecticut to report the Committee's findings over the past year and a half. Mrs. Rosahn served on the Association's old Committee on Housing

Management which was later replaced by the Division. She has been a co-editor of the HOUSING MANAGEMENT BULLETIN, is an active, experienced houser of many years standing, and is the author with Abraham Goldfeld of Housing Management.

From the literature on the subject available both here and abroad and from an accumulation of unrecorded ideas among those active in housing management and among those in educational work interested in housing, Mrs. Rosahn's report will be prepared. It will consist of a general discussion of the factors involved in the problem of adequate training and a series of recommendations by the Committee. Work was begun in December and it is contemplated the report will be ready within the next two months.

FIRSTS!

4,000,000 TENANTS . . . Kenneth Kidd's study of English housing management is now ready for distribution--the first publication of the Managers' Division and the first extended study of British management practice published in this country. (Price--NAHO members, \$1.00; nonmembers, \$2.00.) Quoting from the Introduction of the book: "It is the aim of this report to bring to this new management profession some of the experience and practice of the English program. It is not claimed that everything in these pages is applicable, or will be of use, to managers in America. On the contrary there are many aspects of management in England that would be neither desirable nor practical in this country, or in any event, could not very readily be applied to the American program at its present stage. But it is possible to benefit from mistakes as well as from successes and practices which have no immediate practical application can be appraised in the light of their possible future value. It is with this objective that this pamphlet has been written."

DIXIE'S DOROTHY DIX . . . To the best of the editors' knowledge, the Dixie Homes Express, tenant newspaper in Memphis, is the first and only publication to run a Dorothy Dix type column. The anonymous arbiter of morals and etiquette signs herself "Nancy Jo."

RENT COLLECTIONS . . . The first report we have had of rent collections at the Red Hook Housing Project in New York City since its opening in October of last year indicates that of the \$170,000 rentals to date only \$400 has been uncollected. Miss Gladys A. LaFetra, manager of the project, said the unpaid rentals are caused by unforeseen sickness and other emergencies.

WOMEN of the LOWER EAST SIDE



Above is the front cover of a little booklet issued by the Henry Street Settlement of New York City in which they offer assistance to tenants of Vladeck Houses and old-law tenements in making their homes pleasanter places in which to live. Instruction, tools, and space to work are offered by the Settlement for purposes of rebuilding and redecorating old furniture. To assist in room arrangement, craftsmen from the Settlement will visit homes upon request and work out complete plans for their improvement.

WPA Project

A similar service is offered tenants of Williamsburg Houses in New York City by the WPA Federal Art Project. The Interior Design Staff of the Project has worked out a series of four bulletins intended to assist tenants in making their homes more liveable through instruction in furniture arrangement based on living habits and scientific facts. The staff offers free lectures, free consultation service, free literature. The Bulletins are illustrated with simple stick drawings, one bulletin covering "Problems of Furniture Arrangement," another "Problems of Ventilation," and another "Controlled Daylight." In developing its principles of home planning, the Interior Design Staff referred to the work, among others, of the Housing Committee of the American Public Health Association.

A Joint Committee on Home Management of NAHO and APHA has been set up. It plans to work out for general distribution a series of reports that will help the tenant utilize his dwelling facilities in a really effective manner, particularly in matters of ventilation, heating, and lighting.

IDEAS

VISITING HOUSEKEEPERS

The Better Housing League of Cincinnati employs six "visiting housekeepers" to assist the City's "thousands of families unemployed and on relief, and other thousands on the borderline of poverty, with between 5000 and 6000 eviction notices going out each year. . ." The function of these visiting housekeepers is indicated in a report by one of them, noted below:

"I have given instruction in many homes in the way of improving housekeeping and managing during the past year. I have assisted 53 families who were ordered evicted. In half of these cases I was able to make an adjustment with the owner and in the other half I succeeded in moving them to better homes. I helped move 12 tuberculosis families from miserable, dark and insanitary housing into decent homes. The Building Department helped me in getting three houses condemned, four vacated and 25 repaired.

"I have worked with five families in Laurel Homes. One of them consists of mother, father, and several children, one of whom is in the Tuberculosis Sanatorium. Under instructions the bad housekeeping is showing improvement. In another family the housekeeping was pretty bad but they were cooperative. Now the home is 100% cleaner and the mother now manages so well that she has time to care for her children.

FSA FURNITURE PLAN

Officials of FSA, feeling that families moving unsatisfactory household effects into FSA low-rent houses were simply transferring part of their old environment, thus partially nullifying attempts to improve the tenants' standards of living, has established a furniture program. To avoid any criticism of interfering with private enterprise, FSA worked out the program in cooperation with the National Association of Furniture Manufacturers and the National Retail Furniture Association. FSA now purchases furniture by contract direct from manufacturers who bid competitively. The furniture is built to FSA specifications and stored temporarily, pending individual orders taken in the projects, where sales to tenants are consummated by use of Conditional Sales Contracts. Payments are arranged over periods of five to ten years at an interest rate of 3 per cent. The design of the furniture is simple, sturdy, attractive. Both in quality and inexpensiveness it is believed that this furniture has established new standards for the household furnishings in low-rent housing.

CHANGES

RESIGNATION . . . Due to the pressure of work which his position as manager of the Parklawn housing project in Milwaukee entails, Mr. Raymond A. Voigt on January 22 has tendered his resignation as Chairman of the Managers' Division. With President Giulii's reluctant acceptance of the resignation this month, Mr. Voigt's term of service had passed the year mark. He was the Division's first Chairman, pioneering its organization and contributing substantially to its growth. The charter members of the Division, as well as his fellow members on the Association's Board of Governors and all those staff and NAHO members who have worked with Mr. Voigt, have joined in expressing their appreciation of his services and their regret that he has had to limit them to something less than the Division's chairmanship.

APPOINTMENT . . . Mr. Carleton F. Sharpe, Community Manager of FSA's Greenhills near Cincinnati, has been appointed Chairman to serve until the Division's First Annual Meeting, scheduled for Pittsburgh in May. Mr. Sharpe has worked with Mr. Voigt on Division affairs from the very beginning. He served on the Association committee that recommended the Division's formation and later was made chairman of the Division's Committee on Organization and Procedure that drew up the by-laws for the group. In addition to his familiarity with and his interest in Division affairs, Mr. Sharpe also brings to his new position valuable administrative ability. He was at one time Assistant to City Manager Dykstra of Cincinnati and later Manager of St. Petersburg, Florida.

RESIGNATION . . . On March 1 Dr. Bryn J. Hovde resigned as Special Consultant in Charge of USHA's Management Review Division to give his full-time attention to the Pittsburgh Housing Authority, of which he is Administrator. Dr. Hovde has served the USHA Division since last July, dividing his time between Washington and Pittsburgh. His Washington successor has not been appointed.

DISTRIBUTION POLICY ON BULLETIN

The HOUSING MANAGEMENT BULLETIN is distributed to members of NAHO who have signified their desire to receive it for a trial period. Copies are available to non-members only by purchase of individual issues at 15¢ each. It is anticipated that the BULLETIN will become shortly the official organ of the Housing Management Division of NAHO, now being organized.